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From the editor

Introduction

It is with great pleasure that I welcome all of you to the fourth issue (Vol. 3, No. 1) of The *International Journal of Management and Business* (IJMB). In this editorial I will reflect on the addition of new type of article to the journal, provide a reminder of our request for proposal for special issues and their guest editors, reflect on the near future of IJMB, present IAMB future conferences and introduce the first issue of our 3rd volume.

Additions to the journal

Since its inception, the IAMB published one type of articles only, the research papers. We always thought that this is the correct approach to start a new academic journal, but we always wanted to broaden the opportunities for our authors by providing additional options for publications. In the last issue (Vol. 2, No. 2) we introduced a case study. We are glad that in the present issue for the first time we have two stimulating feature articles (introduced below), introducing this new platform for our authors. The feature articles are peer reviewed and went through a similar review process as our research papers. We will have more of such articles in the future. We also hope to introduce additional options, as book reviews and opinions in future issues, and we invite our readership to consider such options as well when considering submissions to IJMB.

Once again, it is a real pleasure for this editor to thank his team without whom this (and previous) issue would not have the qualities and the scope of subjects covered. I want to thank my Associate Editors: J. Michael Geringer, Maria Francisca Blasco Lopez, Marc Eulerich, Jan Schaaper, Zu'bi Al-Zu'bi, JamesJian-Min Sun, and Shmuel Batzri; and a large team of reviewers and the Editorial Board Members for their ongoing participation and contribution to the journal.

I also want to take this opportunity to thank Shmuel Batzri, Ph.D., the founder and the organizer of IAMB, for his continuous and unwavering support and Kelly Anklam for her continuing assistance in editing the papers. I also wish to thank the Frederick E. Baer Professorship in Business at UWGB for partial financial support.

Request for proposal for special issues and their guest editors

Once more we want to announce a request for proposal for special issues and their guest editors. We are looking for subject matters that will strengthen the in-depth knowledge exchange between disciplines and between international academic communities by providing high-quality and novel contributions organized by renowned experts in the area and have the potential to attract articles of the highest quality.

The subject matters could be similar to those covered by the journal and are broadly defined as management and business issues that are of interest to an international academic and practitioner audience. The following subjects serve as broadly defined areas of interest:

- Organizational Studies

• International Business
• Strategic Management
• Marketing Management
• Technology & Innovation Management
• Human Resource Management
• Education & Training
• Management of Social Issues
• Management Studies
• Research Methods
• Auditing & Control
• Finance & Accounting
• Corporate Governance
• Not-for-profit Management

The only requirement regarding content is that articles must include implications for an international audience. For some subjects this will be a natural inclusion. For the others, the authors are expected to add and elaborate on such implications. In either case, the relevance and the importance of the conclusions and implications should be apparent to non-specialists.

For more information about the request for proposal for special issues and their guest editors See pp. 8-9, in Vol. 2, No. 1, available at http://www.iamb.net/IJMB/journal/IJMB_Vol_2_1.pdf

The near future for the IJMB

We are currently on a trajectory to annually publish two issues of the journal. Special issues will be published in coordination with their editors.

The Journal continues to expect submissions for publications from the participants in IAMB conferences, as well as from other high quality scholars in the global academic and practitioners' communities. We encourage submission of traditional research (empirical and theoretical) papers as well as feature articles, case studies, research notes, book reviews, opinion papers and spotlight on practice papers. We continuously strive to improve the quality of the papers published in IJMB and we audaciously benchmark ourselves against the best. As such, prospective authors may want to consult, based on their choice of subject and method the following resources (including the last paper in this issue) to increase the probability of the acceptance of their papers and to minimize the time and revisions needed to prepare their papers for publications.

> Fulmer, I. S. 2012.Editor's comments: The craft of writing theory articles—variety and similarity. ***Academy of Management Review,*** 37: 327–331.
> Suddaby, R. 2010. Editor's comments: Construct clarity in theories of management and organization. ***Academy of Management Review,*** 35: 346–357.
>
> A seven part series of articles in the ***Academy of Management Journal***, titled "Publishing in AMJ" starting in June 2011 and concluding in June 2012.

To support our vision, we are including abstracts in multiple languages. This is also the place to thank whole heartily our translators for their excellent work, and to express interest in inclusion of additional languages that are presently missing from our journal. Specifically, we are still looking for translators of abstracts to Japanese, Russian and Korean. Serious consideration will be given to additional languages if proposed.

If additional information is needed, you are encouraged to contact the editor.

Future conferences

We currently have conferences scheduled for San Antonio, TX – January 21-23, 2013; and Lisbon, Portugal - April 17-19, 2013.More updated information can be found on the IAMB main page website at www.iamb.net.

This issue of IJMB

We are extremely proud to include in the first issue of the third volume *seven* outstanding papers written by highly esteemed colleagues, *one of* which, **Agata Chudzicka-Czupała** *et al.***,** won the Best Applied Paper Award for the IAMB conference in Warsaw 2012.

A few of the papers went through three reviews over a four months period, while others went through eight reviews over ten months. The acceptance rate as of today is18.6%.All the papers in this issue were peer reviewed.

The first paper written by **Agata Chudzicka-Czupała, Irina Cozma, Damian Grabowski and David J. Woehr**, entitled "A Comparison of the Multidimensional Work Ethic Profile across Two Countries" [from Poland and USA]; is the winner of the Best Applied Manuscript Award. The paper represents an extension of earlier research studying the measurement equivalence of the Multidimensional Work Ethic Profile (MWEP; Miller, Woehr, & Hudspeth, 2002) across diverse groups and languages. As hitherto, research has documented the measurement equivalence of the MWEP between its English, Spanish, and Korean language versions, as well as between male and female respondents and across generational cohorts. This paper extends this research by describing the development of a Polish language version of the MWEP as well as examining the equivalence of the MWEP across U.S. and Polish respondents. The paper is a worthy example of the rigor needed when conducting an international comparison study of a multidimensional construct and should provide a benchmark for future research in cross cultural studies.

The second paper written by **S. Pucci, M. Tutino and E. Marulli** entitled "Comparative Analysis of Risk Management and Risk Disclosure in the Banking Sector: Italian vs. World Practices" [from Italy]; evaluates the theoretical approaches and the practical solutions adopted by banks to manage business risks. The paper also looks at the disclosure to stakeholders of different qualitative and quantitative elements referring to this aspect and is deem to be necessary to evaluate the company profile. The paper examines the 2010 Consolidated Annual Reports of a sample of 25 Italian and worldwide listed banks on two main topics: (i) the quality of disclosure on *Internal Organization Process Risk* in terms of correspondence to the international best

practice framework as stated in CoSo reports, (ii) the instruments adopted in the *Risk Management Process* to assess corporate exposure to market risk, focusing on Interest Rate risk, Price risk and Currency risk. Based on the sample analysis the authors conclude that a level of standardization of information for risk exposure and evaluation across countries exists and it is reasonably high. Still, some differences exist in terms of specific operational process parameters and assumptions adopted in each risk management model and in frequency of monitoring. The paper offers an important addition to the financial industry risk's literature in light of the globalization of the financial markets and the growing risk caused by the financial sector to the global economy.

The third paper written by **Mario Glowik and Sławomir Smyczek,** entitled "International New Venture Strategies in Times of Crisis: Empirical Evidence from Service Industries" [from Germany and Poland]; describes the relevance of valuable resource assets for the successful SME (small- and medium-sized enterprise) within the service sector while facing the global economic crisis. The emergence of knowledge and service industries is driving the rapid internationalization of SMEs. This changing pattern of internationalization, especially of the young SMEs, has been deliberated in the academic literature within the framework of 'international new venture' (INV) construct (Chetty & Blankenburg Holm, 2000; Jones & Coviello, 2005). INV theory asserts that rapid internationalization of the firm is initiated by a new and unique business idea. INVs sustain a variety of network relationships developed by the founding entrepreneur, which allow the SME to compensate for resource disadvantages. Still, there is a research gap regarding how the INV firms operate their businesses in times of worldwide economic crisis. This paper presents research results concerning the successful strategies of utilizing the industry network relationships for five firms operating in the service industry. The paper is an important first step in studying the business and marketing strategies of SMEs in the service sector at times that are testing to all companies and provides an acutely needed addition to the marketing literature in the service sector.

The fourth paper written by **Jeffrey L. Fannin and Robert M. Williams,** entitled "Neuroscience Reveals the Whole-Brain State and Its Applications for International Business and Sustainable Success" [from USA]; discusses the fascinating aspects of the recent development in neuroscience and their applicability to management and leadership. The authors discuss number of studies in neuroscience of consciousness that provide some insight into the interrelatedness of subconscious belief patterns with behavior and that affect decisions made by business leaders, and indirectly affect their overall performance in business. This paper presents research that associate the mind/brain interface, displaying empirical evidence of what the authors describe as the *Whole-Brain State* (a bi-lateral, symmetrical brain wave pattern) and how it causes sustainable success and some potential implications it has on international business. The authors focus on research that has the potential to change the subconscious beliefs of an individual (PER-K®) and suggest aligning that with the *Principles of Nature.* The paper provides for an in depth discussion in one of the most intriguing scientific developments of the 21st century, the study of the brain, and describes one specific application to the area of study of leadership, that might have significant impact on individuals and organizations in the near future.

The fifth paper written **by Katarzyna Kosmala and Miguel Imas,** entitled "Narrating a Story of Buenos Aires' *Fábricas Recuperadas*" [from UK]; The paper presents the story of socio-

economic change and struggle for survival of Argentina's *Fábricas Recuperadas* and uses the story as the grounds to propose a methodological reflection on the process of representing organizations through narration as dialogical storytelling. *Fábricas Recuperadas*is a general term that refers to discarded bankrupt businesses in Argentina. The authors describe their insight from ethnographic research in Buenos Aires-based *Fábricas Recuperadas,* illuminating the self-construction processes of workers' identities in the milieu of a crisis, along with the descriptions of salvaging their newly defined workplace. While repossessing the discarded businesses, workers promoted alternative organizing practices such as the flattening of organizational hierarchy structures and the elimination of operational management. The story is an attempt to re-territorialize the crisis experience by restructuring the narrative told by bringing local perspective into the text, using Deleuze and Guattari's idiom (1972, 1980). Such a perspective allows for a reverse of the ontological control of representing reality, by entwining the local meanings of experience while using Bakhtin's (1999) dialogical approach to define the process of narration and subsequently, construction processes of organizational narratives. Methodological discernments emerge which pertain to narrating interpretive research in relation to different cultural and language-based contexts. This paper is strongly recommending to researches, students of and practitioners in international business and cross-cultural topics to listen in more than one way to local voices so an open dialogical space be created in which a new sense-making could potentially emerge, resulting from a collaborative process with multiple openings and meanings.

The six paper written by **Charles Hampden-Turner and Raymond Ferris Abelin,** entitled "Towards a New Model of Wealth Creation: Shareholders and Stakeholders " [from UK and USA]; is a feature article discussing two distinct approaches to a capitalist model of free enterprise, the Shareholder and the Stakeholder models. According to the authors, in the Shareholder Model the prime purpose of the economy is to enrich individual shareholders. All other activities like satisfying customers, developing employees and rendering the company more innovative are means to the end of profit maximization of the shareholders. In the Stakeholder Model the stakeholders (e.g., employees, customers, shareholders, the community, the environment, etc.) are all believed to have a stake in the output of the business. Those outcomes should benefit one way or another, the entire gamut of stakeholders. The authors' claim that the second model lead to faster economic development and better all-round outcomes for the stakeholders and society at large, using the Catch-up Capitalism as an example. The paper provides for a critically needed discussion of economic and business models in light of the economic slowdown in the developed economies, especially in the case of the European Union economies.

The last and seventh feature paper, written by **William R. Pendergast**, entitled "Research and Publication Strategies for International Scholars in a Globalizing World" [from USA] provides for an impactful guide for academic scholars in need of increasing their success rate of submissions to academic journals. Scholars in emerging economies experience growing institutional pressures to accelerate their output of research and publication in leading academic journals. Such pressures arise from global and local dynamics that affect academic educational institutions in their competition for international prestige and reputation. At the same time, scholars face admission obstacles to publication in leading academic journals that are sturdily fastened within a predominantly Anglo-American paradigm that includes language, research

topics, and methodology. The author examines the varieties of scholarship (discovery, teaching and application); the life-cycle of faculty publication (audience, outlets and topics); the variety of channels for publication; strategies for selecting a target publication (qualifying the buyer) with respect to audience, topics, methodology and ranking; crafting an article format; and proposes strategies for success through collaboration. The paper is based on a presentation made at the IAMB conference, resulting from requests from our participants and will provide them and numerous other scholars with an invaluable advice.

I hope you will agree that our journal is a valuable academic resource, and you will consider submitting a paper to the journal, reference appropriate papers in your own work, as well as promote it among your colleagues. I'm looking forward to an exciting future and I hope to hear from you if you have comments or questions.

Meir